

Case Study - LAG – SydostLeader - Sweden

Original

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LAG – SydostLeader - Sweden

04/12/2017

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A. Summary table

LAG name	SydostLeader
Lead partner	LAG director
Storgatan 4, SE-361 30 Emmaboda, Sweden	Joel Parde, LAG President

LAG financial structure	Main European Structural and Investment Fund	Part of another territorial delivery mechanisms
Multi-fund	EAFRD	Integrated Territorial Investment (ITI)

	CCI number	Financial allocation (EUR)	Priority axes concerned	Programme Thematic objective(s) concerned
European Regional Development Fund (ERDF) Programme	2014SE16M2OP001	537.213	-	9d
European Social Fund (ESF) Programme	2014SE16M2OP001	453.142	-	9vi
European agricultural fund for rural development (EAFRD)	2014SE06RDN001	5.287.288		
European maritime and fisheries fund (EMFF) Programme	2014SE14MFOP001	995.275+95.458 (Kalmar & Öland)		

LAG Strategy				LAG Implementation
Population covered by the strategy	Specific thematic focus and challenges of the strategy	Specific territorial focus of the strategy	Specific social target of the strategy	Current situation (June 2017):
217 517	<ul style="list-style-type: none"> Economic development Access to services 	Mainly focused on rural development /Rural areas	<ul style="list-style-type: none"> Tackling social exclusion and unemployment Youth initiatives 	Projects under implementation

B. Strategy

B.1. Area of the CLLD

a. Area and population covered by the strategy

(See map and figures in B.2.d)

The Local development area of – SydostLeader – has a differentiated and varied landscape, from coast and sea to inland with forests and lakes. It extends over eleven municipalities: Emmaboda, Karlshamn, Karlskrona, Lessebo, Nybro, Olofström, Ronneby, Sölvesborg, Tingsryds, Torsås samt Uppvidinge municipality. Thereby the local development area extends over three counties in southeast Sweden: Blekinge, Kalmar and Kronoberg County.

An important common feature of the area is the water. The sea, the coast area, rivers and lakes of the districts are part of a unique development area. The fishery area includes all the waters of the territory, including the lake Åsnen, and waters within Kalmar and Öland. The cultural boundaries coincide with the province's geographic fault lines, which is useful for creating identity for the residents and increased attractiveness to visitors.

Large parts of the population (217 517 inhabitants) in our development area are concentrated in the major urban areas and along the southern coast. The inner and northern parts, however, is characterised by low population density, i.e. less than 13 inhabitants per km², and by population decline. The area is one of the few in southern Sweden with a continued demographic negative trend. The negative population trend in our area of development has also led to a widening age distribution with a higher proportion of older people. The proportion of people in our area, aged 65 and over, is around 25%, which also has gradually undermined the basis for commercial and social services in our area.

Nearly twice as high youth unemployment as the country's average and outmigration of younger people also brings about a reduction of innovation in the region. The youth migration has also brought the level of post-secondary education in our area at almost half of the rest of the country. The proportion of unemployed in the development area is 30% more than in the country as a whole. Another measure of showing the economic characteristics of the area is the purchasing power of families. During the previous program period, according to Statistics Sweden, it had the third lowest increase across Sweden and as low as only half compared to comparable neighbouring areas.

b. Development needs and potential of the area

(See map and figures in B.2.d)

The SWOT analysis presented in detail in the Strategy identifies the following characteristics, possibilities and development potentials of the SydostLeader area:

- Our area is one of the cleanest natural resources in Europe. These environmental values may in the long term be a strong contributing factor to the attractiveness of the area for both visitors and residents.
- One of our most important assets is our culture and nature, with lakes, rivers, archipelago and sea. They can attract specific audiences and lifestyles to the area. Choosing a place of residence is more and more linked to the individual's opportunities to pursue interests such as hunting, fishing, boating, golf, horse riding and culture in various forms, etc.
- An opportunity is to create experiences that appeal to different audiences, both as visitors and potential stakeholders in the area. The area's natural and cultural assets can be further developed for this type of target audience, who are interested in specific niches. The challenge is to create

synergies in the area and with adjacent areas to thereby create higher attractiveness, better communication and more effective joint marketing.

- Another opportunity is to meet this competition by raising the value of products with more knowledge content and by moving companies' products higher in the value chain. A higher degree of processing requires higher education levels. The development of new products is also changing more through the interaction of several actors rather than within the individual company. One possibility, which has not been used enough so far, is that the public sector, through its purchases, creates opportunities for innovations by demanding more than just a low price. The following actions could take place:
 - Increase the export maturity of the visiting industry
 - Offer new products / events in the visiting industry
 - Develop the opportunities offered by new technology to new knowledge-intensive service companies
 - Continue developing young people's innovative skills in collaboration with school, government and companies
- Other possibilities are to highlight and make available our history, our cultural traditions and our unique environments. To consider them as important assets to create attractiveness in the area.

The conclusion is that by looking at the trends and needs, we can better shape our activities and actions through the lower-bottomed and three-party leadership approach to create greater attractiveness in and for the area.

B.2. Strategy of the CLLD

a. *Thematic scope of the strategy*

The Strategy of SydostLeader is based on the following vision:

"A **cross-border cooperation** to promote local development, growth, diversity and attractiveness where...

- **Blue growth** creates ecologically sustainable, locally managed fish stocks and a better Environment and with...
- **Green growth** generated by exports mature destinations, and locally produced vegetables."

The area's needs and capabilities can then be summarized into three overall strategic objectives:

- Increased attractiveness
- Balanced and sustainable living
- Strategic partnerships for local development and growth

b. *Objectives of the strategy and their priorities*

The main thread for our ambitions in the local Strategy is to further develop our three overall goals; *attractiveness*, *living environment* and *strategic partnerships*, thereby enhancing the adaptability and employability of individuals in working life, as well as strengthening the connections between urban and rural areas. Hence, the strategy is divided into seven areas of action; *Attractiveness*, *Fishing and water*

areas, Environment, energy and climate, Enterprise and innovation, Nature, culture and history, Strategic partnerships and Communications and service

The objectives of the Strategy areas of action are...

- Develop and create attractive destinations and for a larger market
- Promote entrepreneurial spirit and the development of micro and small businesses
- Create attractiveness through environmental improvement measures for the development of river basins
- Increase service in rural areas and archipelago
- Quality improvements - product development and diversification
- To develop and test a local/regional joint management model at Sea as well as in important Lakes
- Improve the environment in the water catchment areas and in the Sea
- Living lakes, coast, archipelago and waterways - an aquatic environment in balance
- Collaboration models for joint actions with actors in and outside the area
- Strengthen and develop networks between partners that can complement and add competence and ideas in the areas of environment, energy and climate
- Increased understanding and better conditions for individuals with unique ideas before and/or at the start of their own business
- Increased competitiveness of newly established micro and small businesses
- Development of the tourism industry through, for example, thematic destinations
- New partnerships for the management of natural and cultural areas
- International exchanges and cooperation
- Encourage young people's entrepreneurial spirit and create meeting places
- Encourage entrepreneurship and Artistry
- Collaboration with local groups, networks and associations in the area
- Collaboration with other CLLD areas nationally and internationally
- Strengthen co-operation and initiate new cooperation between municipalities
- Cross-sectoral cooperation according to the three partnerships
- Develop the local service in rural areas
- Support Local development teams

In addition we also have so called horizontal objectives regarding...

- Sustainable Development,
- Equality between people and sex
- Equal treatment and non-discrimination
- Integration
- Child and Youth perspective
- Innovation and entrepreneurship

Within ERDF and ESF the prioritized objectives are...

- Develop the local service which link and/or develop cooperation between city and rural areas
- Support local development teams
- Strengthen co-operation and initiate new cooperation between municipalities
- Collaboration with local groups, networks and associations in our area
- Development of the tourism industry through, for example, thematic destination
- Encourage young people's entrepreneurial spirit and create meeting places

- Increased understanding and better conditions for individuals with unique ideas before and/or at the start of their own business
- Increased competitiveness of newly established micro and small businesses
- Collaboration models for joint actions with actors in and outside the area
- Strengthen and develop networks between partners that can complement and add competence and ideas in the areas of environment, energy and climate
- Quality improvements - product development and diversification
- Promote entrepreneurial spirit and the development of micro and small businesses
- Increase service in rural areas and archipelago

c. Targets and results

In accordance with annex 6 and 7 (Follow-up and evaluation) of the Strategy, SydstLeader will monitor the progress and the quality of the implementation of our local development Strategy through financial, performance and result indicators. This is and will be done for the Board and the LAG association/General assembly on a yearly basis and of course for the intermediate and final report. For each of the measures included in the Strategy, the unit of measure and the objective of achieving the relevant indicator by 2023 are defined, as well as the sources of information.

The material underlying this evaluation should be collected and analyzed by qualitative method. First, through a text analysis of project decisions and final reports and then a questionnaire sent to project managers and analyzed by an in-depth text analysis. The effects can be divided into two groups: Effects initiated by project owner / manager and effects resulting from multiple actors impact during and after the project.

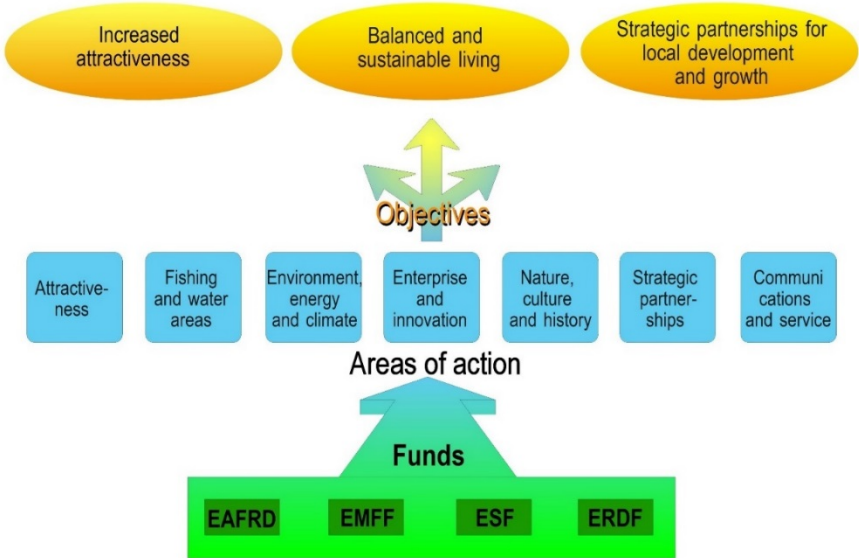
Indicators used are...

Fund-specific indicators	
Newly created jobs (EAFRD, EMFF, ESF)	54
Newly created jobs in micro- and small-sized enterprises (ERDF)	6
Companies created (EAFRD, EMFF, ESF, ERDF)	10
Preserved jobs (EAFRD, EMFF, ESF, ERDF)	20
Diversification projects (EAFRD, EMFF, ESF, ERDF)	10
Participants in education (EJFLU, EHFF, ERUF)	220
Participants trained and improved labor market (ESF)	100
Participants in counseling (EAFRD, EMFF, ERDF)	400
Collaborative projects between several actors (EAFRD, EMFF, ESF, ERDF)	150
Companies in partnerships (EAFRD, EMFF, ESF, ERDF)	10
Residents with access to improved services (EAFRD, ERDF)	35.000
SydstLeader - Own indicators	
Management plans (EHFF)	15
Meeting places (EAFRD, ESF)	15
Marketing projects (EAFRD)	12
Environmental projects (EAFRD, EMFF)	12
Volunteering time (hrs) (EAFRD, EMFF, ESF, ERDF)	105.000

The map shows the Kalmar region in Sweden. Major towns and cities labeled include Vetlanda, Hultsfred, Oskarshamn, Åseda, Lenhovda, Västervik, Kalmar, Tingsryd, Karlskrona, and Ronneby. Water bodies shown include Lake Vättern, Lake Mälaren, and the Baltic Sea. Major roads are marked with numbers in boxes: 35, 37, 28, 31, 25, 27, 26, 29, 30, 32, 33, 34, 36, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100. The map also shows the coastline of Sweden and the Baltic Sea.

Some key figures (2014)	
Area	8080 km ²
Water area	1786 km ²
Population	217.517
Average age	44,3
Population development (2000-13)	-0,6
Median income	24.035 €
Open unemployed	10,7%
Youth unemployment	23,3%

Overall strategic objectives



B.3. Place-based approach

a. Territorial coherence

Southeastern Sweden has the most in common and in particular when it goes for challenges regarding net income, purchasing power, demographics, service, communications etc. and especially in the rural areas north and west of E 22, respectively. Even the cultural boundaries coincide with the province's geographic fault lines, which is useful for creating identity for the residents and increased attractiveness to visitors. Another important common feature of the area is our water where the sea, coast, rivers and lakes are joined in a unique development area. The Fisheries area now includes all the waters in the area, including the entire lake Åsnen, and fisheries and waters within Kalmar and Öland. This is also seen in various collaborations between the municipalities, which even crosses the county borders.

In order to take charge of the active and clear engagement and experience in Community Led Local Development and to create conditions for innovation and creativity in southeastern Sweden it was decided to form a new area for local led development comprising the municipalities; Emmaboda, Karlshamn, Karlskrona, Lessebo, Nybro, Olofström, Ronneby, Sölvesborg, Tingsryds, Torsås and Uppvidinge.

By analyzing and categorizing the area's strengths and opportunities has the three former partnerships in the decided local development area jointly developed the basis for our Strategy.

b. Legacy with previous experiences

The development area combines the best from two previous areas, Leader Blekinge and Leader Småland Sydost, together with the former Blekinge Fishing Area Leader. By uniting together in the common area of SydostLeader, they specify and affirm their identity and create even greater opportunities for strengthening the local potential and achieving common sustainable development.

Besides this change from the previous programming period there is also the present possibility to even work with the funds ERDF and ESF, thus making integrated local development possible.

The proposed partnership was welcomed and supported not only by the leaderships of the municipalities and counties, but also by the stakeholders and the general population in our local development area. Representatives of the local community have also actively participated in all campaigns, workshops and reference and focus groups in the process of developing the Strategy.

c. Synergy with existing local development strategies

The local development Strategy of our LAG – SydostLeader - should be seen as a separate initiative aimed at the simultaneous and unified sustainable development of our eleven municipalities but only by capitalizing and upgrading the objectives and priorities that each county and municipality has set for itself in its regional/local strategies and development plans. All the measures selected in the Strategy will contribute to the development of the LAG's potential and improve the competitiveness of the local economy, thus contributing to the implementation of the local development policies defined in the plans according to the table below, for the period up to 2020.

The implementation of projects under measures of the Strategy are linked to and are expected to contribute to the achievement of the objectives of key strategic documents like:

National level	Regional level	Local level
<ul style="list-style-type: none">• Attractiveness for growth and development, Government Offices	<ul style="list-style-type: none">• OECD Territorial Reviews – SMÅLAND-BLEKINGE• Attractive Blekinge, Blekinge Strategy 2014-2020• SWOT - The rural program in Blekinge 2014-2020,• An innovation strategy for Blekinge, Region Blekinge	<ul style="list-style-type: none">• Needs and priorities 2014-2020, Municipal reference group Leader Småland Sydost

<ul style="list-style-type: none"> • Tourism - Sweden's growth industry, Government Offices • Swedish recreational fishing and fishing tourism • 2020, Swedish Board of Agriculture, Sea & Water Authority • Action Plan for Sweden - The New Food Country, Department of Rural Affairs • Maritime Strategy for Sweden, Ministry of Enterprise, Ministry of Industry, Communications (Discussion document) • Position of the Commission Servers on the development of Partnership Agreement and Programs in SWEDEN for the period 2014 - 2020 	<ul style="list-style-type: none"> • Strategy for the visiting industry, Blekinge Region and County Council of Blekinge • Regional Action Plan for the Rural Development Program and the Sea and Fisheries Program 2014-2020, Blekinge County Administrative Board • Region formation Southern Sweden - Regional Development 2013, South-Swedish region formation ideal association • Meeting Place Southern Sweden, Regional Federation of Southern Småland • Strategy for the visiting industry in southern Småland 2013-2020, Southern Sweden Regional Association • The National Program in Kronoberg County - Work Document 2014, County Administrative Board Kronoberg County Regional Development Strategy for Kalmar County 2012-2020, County Kalmar County • Regional SWOT analysis for future rural programs Kalmar County 2014, County Administrative Board Kalmar County SWOT analysis for the rural program 2014-2020, County Administrative Board Kronoberg • Regional service program for the countryside in Kronoberg County 2014-2018, County Administrative Board Kronoberg • SWOT analysis "Municipalities in the southeast" 2006, Municipalities in the southeast • Regional SWOT Analysis for Coming Fisheries Program 2013, County Administrative Board Kalmar County 	<ul style="list-style-type: none"> • Reporting Group Work Challenges and Opportunities in South East 2014, Co-operation Leader Blekinge and Leader Småland South East May 15, 2014 • Youth's Future Strategy, Pro- • jekt "Green Living Country", Youth project during Rural Parliament 2012, Leader Blekinge. • Co-operation plan for the biosphere reserve, Blekinge Arkipelag • Final Report Leader Blekinge and Blekinge Fisheries area Leader (Work Material) • Completed evaluation work (work material)
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C. Management

C.1. Financial structure

a. Budget

In order to meet the diverse sectoral needs of the territory, the LAG – SydostLeader - focused on the development of the Strategy with funding from four funds: European Agricultural Fund for Rural Development, European Maritime and Fisheries Fund, European Regional Development Fund and the European Social Fund.

In the ongoing process, with so far 29 prioritized projects, SydostLeader has managed to co-finance a number of projects with almost EUR 1 million financial resources from other public organizations as well as private co-financing. However, co-financing is not structured in the form of agreements (equivalent) but is handled from project to project, depending on its needs and opportunities. Total project value for ongoing 29 projects means that the exchange rate on the invested LAG capital is currently 13 times the money.

Breakdown of total budget

The total funds are allocated to the different development areas/Areas of action of the Strategy, at national and international cooperation with other actors and on SydostLeader's administrative costs as follows:

Fund	EAFRD	ERDF	ESF	EMFF	TOTAL	%
Area of action						
<i>Attractiveness</i>	793 787	117 957	102 169	149 276	1 157 176	16%
<i>Fishing and water areas</i>	396 893	0	74 279	3 782 046	868 852	12%
<i>Environment, energy, climate</i>	396 893	37 383	51 625	149 276	634 788	9%
<i>Enterprise and innovation</i>	793 787	117 957	74 279	149 276	1 161 379	16%
<i>Nature, culture and history</i>	594 757	117 957	74 279	0	786 993	11%
<i>Strategic partnerships</i>	79 301	37 383	51 625	99 517	267 826	4%
<i>Communications and service</i>	793 010	37 383	0	0	830 393	11%
<i>Nat/transnat co-operation</i>	118 951	44 280	30 073	49 759	243 064	3%
<i>Admin budget</i>	1 321 683	0	0	0	1 321 683	18%

In implementing the local Strategy the funds are so far managed separately, but we are looking in to the opportunities of harmonising different funding sources. LAG conducts non-discriminatory and transparent project selection procedures by using application guidelines, selection criteria and a project evaluation order that ensures the following achievements:

1. Avoidance of conflict of interest in the selection of projects, but also, if needed, perform a competitive evaluation;

2. Decisions made with qualified (3/4) majority. All sectors should be represented in decisions with a maximum of 49% from a sector;
3. Documented selection results.

In the framework of the 2014-2020 programming period, in accordance with the Law on the Management of the European Structural and Investment Funds, a Decree on determining the rules for coordination between the programme managing authorities and the local action groups and the local action fishing groups in view of the implementation of the CLLD approach was adopted.

b. Running costs and animation

<i>Admin budget</i>	1 321 683	0	0	0		1 321 683	18%
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The Local Action Groups with approved Strategies are eligible for EAFRD financial support for running costs and costs of promoting strategies, with the maximum eligible expenditure not exceeding 25%. However, SydostLeader has taken the decision to limit administrative costs to 18% in order to ensure the greatest possible rural development in our area.

SydostLeader has a financing model with a common pot to be used jointly for development projects for the whole area's best. Municipal government co-financing is billed annually and in advance.

C.2. Administrative structure

a. Local Action Group

The organization's composition and tasks are governed by the Association's statutes and Organization and Rules of Procedure/ORoP. SydostLeader is organized as an ideal public partnership association where legal persons in the non-profit, private/business and public sector as well as individuals active in our area can apply for membership and participate in the work of the LAG. SydostLeader is organized with a General assembly, Nomination committee, Board, Bureau, preparation bodies/groups, Municipal reference group and a business office, called Leader office. The supreme body of the LAG is the annual General assembly/meeting, where the members elect the Nomination committee, the Board and decide on the association's statutes, Strategy, main guidelines and budget.

The share of the representatives of the public sector, the business sector and the non-profit sector in the collective management body and in the collective supreme body of the LAG does not exceed 49 per cent of the members with a right to vote. The General Assembly includes representatives of the public, business and non-profit sector and has a total of 40 members.

The Board consists of 16 ordinary members, 5 from each sector (three non-profit, private/business and public sector) and 1 professional fisherman (due to EMFF) and 6 substitutes. The Board is the main/management body with specific responsibilities in relation to the operational management in the process of realisation of the Strategy, being responsible for the process of preparation and subsequent management, approving the indicative annual work program and the application guidelines for the measures in the Strategy, the rules for the functioning of the Project preparation bodies and the evaluation reports of their work and electing the executive and operational units of LAG.

In connection to the implementation of the Strategy, a Bureau has been appointed, comprising of the President, vice Presidents, Executive director and a Financial officer, who are responsible for the operational activities of LAG.

b. Networks and Cooperation

Except for the National Managing body – Swedish Board of Agriculture - Sweden has also organized a rural network- The Swedish Rural Network - with the task to increase the quality of the implementation of the Rural Program, the Maritime and Fisheries Program and the CLLD with funding from the ESF and the ERDF. The Managing bodies organises continuous education and workshops on the implementation of Strategies, project guidelines and financial issues.

In addition, SydostLeader cooperates within a regional association in southern Sweden with the aim of informing and supporting each other in different CLLD issues.

With regard to international cooperation, the SydostLeader has, so far, decided on a transnational environmental project with other LAGs around the Baltic Sea. Together with a number of LAGs from Sweden, Finland, Estonia, Latvia, Germany and Denmark, a preliminary study has been launched on the impact of the seal and the cormorant on the fishery and aquatic environment in the Baltic Sea.

D. Implementation

D.1. Strategy design

a. Strategy design

The ambition has been to formulate a strategy that mobilizes commitment and responds to and meet identified unique development needs of target groups in the area. At the same time, the Strategy must be overall and provide inspiration and ideas in future and long-term development work. The result has become a Strategy that includes three overall goals and seven areas of action.

Our working method has been an open process. Our Great Reference Group (some 40 members from the three partnerships) conducted the SWOT analysis, decided seven areas of action and the structure of the focus groups. Decisions were also made to apply for a multi-fund solution with the EU's four Structural and Investment Funds. Seven focus groups (with representatives from each public, private/business and non-profit sector) have since worked on the details. In addition to the work of the focus groups, thoughts and opinions from the area's stakeholders have been continuously collected, reviewed and incorporated into the strategy. In parallel with this, the eleven municipalities issued their declarations of intentions to be part of a common development area and to provide pot financing for the whole area's best interests.

The approach has been to include as wide a range of stakeholders as possible, based on the needs the area has today, as well as estimated needs in the future, clarifying who are core stakeholders and primary stakeholders in the development of the strategy. Contributing stakeholders have mainly been representatives of the eleven municipalities, three regional councils, three county administrative boards and LAG members. In addition, local development groups, sports federations/associations, farming organisations, enterprise organizations and entrepreneurs in tourism, food production, commercial and sport fishing as well as the biosphere Blekinge Arkipelag.

Conformity and comparison with regional strategies has been made with the Regions and County administrative boards. Regional strategies are based primarily on the OECD report that has been made in the area. The municipal priorities have been worked through the focus groups' work and referral process. In addition, strategic talks have been held with regional and county boards as well as the Maritime and Fisheries Fund with the Maritime and Water Authority, the Water Authority of the South Baltic Water District, regional environmental administrators, Kalmar/Öland and the fishermen. A continuous dialogue has, of course, over time been conducted with our Managing Authority until our strategy was formally established by the Swedish Board of Agriculture in February 2016.

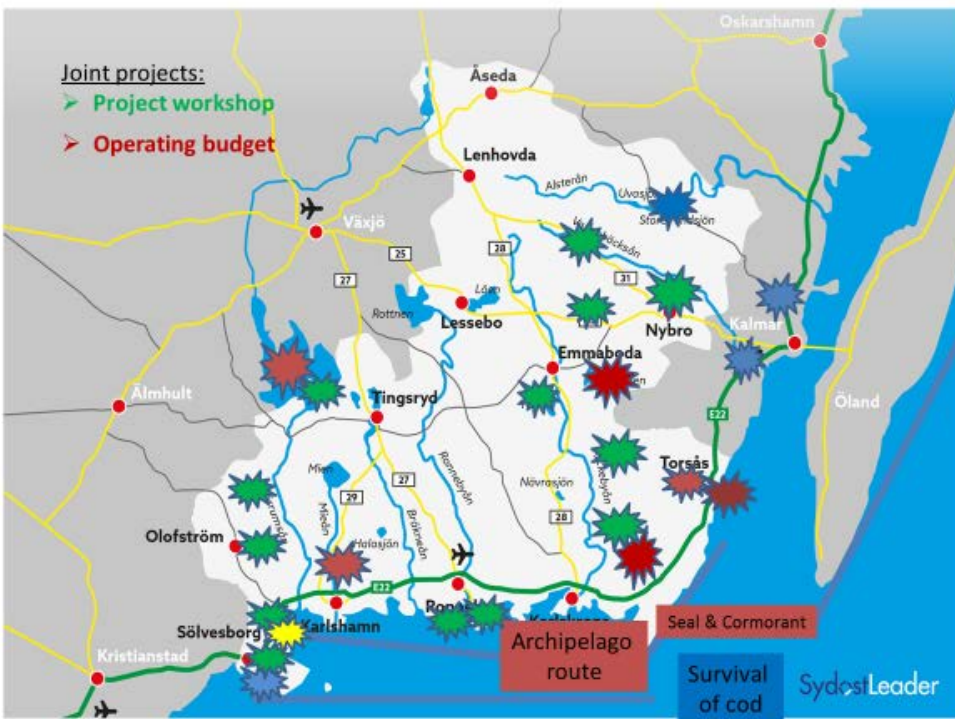
b. Support and guidance

See C.2.b and D.1.a

In addition has the National managing authorities published manuals and other formal guidelines and been available for various types of advice in the process of developing the Strategy.

D.2. Strategy implementation

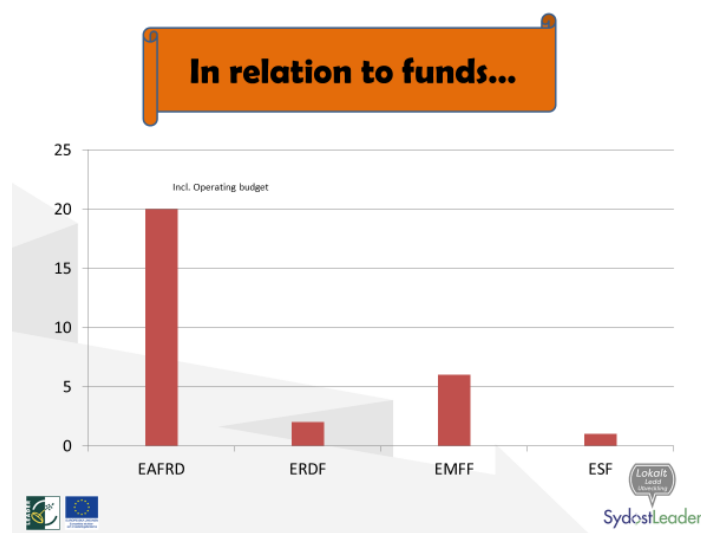
a. Implementation progress



So far, 29 projects have been prioritized and 9 of them have been formally decided (maroon colour) by the Swedish Board of Agriculture, among which:

- *Gourmet tours in Blekinge* (to develop the visiting industry linked to locally produced food).
- *Biotechnology test models* (to create climate gains through the development of small-scale environmentally-friendly technologies and knowledge about the possibilities of biocompatibility adapted to our local / regional conditions).
- *The archipelago route* (to establish Blekinge Archipelago as an outdoor destination through a management and product development project with a clear focus on coast and archipelago).
- *National Park Destination Åsnen* (through the development of export-based products in nature and culture, to increase the company's export maturity, thereby making the decisive step towards Destination Åsnen becoming Sweden's first national park destination and an export destination in southern Småland).

The main characteristics are that the main body of the projects ends up in the EAFRD (see picture below) and the main part of the projects so far focuses on economic development in the visiting industry. If we study the objectives of the projects we find that we have so far a good agreement on the indicators of newly created jobs and companies. On the other hand, it shows weaker results in indicators such as environmental projects, management plans/EMFF and creative meeting places.



b. Animation and participation

SydstLeader received a very positive reaction to its call for projects, with currently about 90 project applications in different stages.

Representatives of all sectors (public, private/business and non-profit) as well as representatives of all stakeholders identified in the course of the strategy development have participated in the development of the strategy and participate also in the General Assembly of the LAG, thus communicating current and needed information to imaginable project seekers.

Major information campaigns have been carried out throughout the entire area and often also with other fund and support organizations. The media has also contributed through informative articles and information material has been distributed and is available in most places.

c. Monitoring system

As mentioned in B.2 SydstLeader has a comprehensive plan and timetable to monitor the progress and results of the implementation of the Strategy. SydstLeader applies its own system (Chapter 7 and annex 6 and 7 of our Strategy) of ongoing monitoring and evaluation based on the periodic monitoring and reporting of the achievement of predefined indicators. This system includes all monitoring and evaluation activities like:

- Current data collection for monitoring and updating indicators.
- Aggregation and analysis of collected data on monitoring indicators – annually at first board meeting and for the general assembly
- External interim evaluation, if necessary;
- Post evaluation in the last year of the implementation of the Strategy - 2023

Planning and implementation of ongoing monitoring and evaluation activities is a responsibility of the LAG team and delegated to the Bureau. Performing interim or post evaluations are planned and assisted by the LAG team and will be performed by independent assessors.

SydstLeader also has to annually submit to the Swedish Board of Agriculture an annual report on the implementation of the strategy for CLLD which includes an analysis based on the monitoring of the indicators, implementation of the pre-defined financial indicators, publicity and information measures, application and implementation of beneficiaries' projects.

E. Added values and constraints

a. Added value and bottlenecks

In relation to other traditional policy approaches, the CLLD approach is a mechanism for concentrating and purposefully spending resources according to the specificity of the territory, based on the local initiative and knowledge of the local needs and opportunities and encouraging local development as defined by the local community. The implementation of multifund financing under the approach provides added value by connecting the support for local development to the bottom-up principle and providing funding from different European structural and investment funds, supporting integrated territorial development, improving the coherence and the coordination of the EU funded support to the local development.

b. Multiple targets

In an area of extensive and merged land and water areas, with both large urban areas, rural areas and archipelagos, the multifond concept provides the opportunity to achieve more effective development. The knowledge of the local area's needs and opportunities mobilised by the LAG enables greater opportunities to contribute quickly and effectively to the development of our rural and archipelago. In addition, the multifond entails that the right fund can be better used for the current action, depending on the LAG's local knowledge, the areas/projects needs and not least the knowledge of the project applicant's implementation capacity.

However, it is crucial that the LAG has sufficient knowledge about the possibilities and limitations of the various funds

There are no limitations on the number of projects implemented by an applicant under the Strategy. If an applicant is eligible under measures funded from different sources, he / she may submit project proposals under the respective measures and to implement the projects if he / she has the necessary capacity.

c. Adequacy

When SydstLeader summarized the opportunities and needs of the outlined Strategy and our ability to support future project applicants, we found a total financial need corresponding to the double budget given. Nevertheless, we find the current allocated budget sufficient considering the new opportunity to work in four funds and the challenges and opportunities that it brings to both LAG and project applicants. We therefor believe that the structure of the available Strategy funding meets the identified local needs. The amount of the allocated budget is maybe also in line with the maximum eligible public contribution in the financing plan of the Strategy and has taken into account the broader territorial scope and the larger population and complexity in connection with the EAFRD, ESF, EMFF and ERDF funding.

In the initial definition of the financial resources, the interest of the potential beneficiaries from the territory that took part in the conducted survey was taken into consideration. In the process of the public discussions, the distribution of the financial resources under the different measures was discussed in detail, all the proposals made were reflected in the final version of the Strategy. The stakeholders' assessment confirms that the allocated budget is sufficient and its allocation by measures is adequate to achieve the chosen objectives.

d. Good practices

Crucial for successful work with CLLD are the following points:

- a solid work with the strategy, where both the three partnerships and the whole development area are represented from the start of the process
- The right composition of the LAG and Board as regards the three partnerships as well as knowledge of CLLD, funds and the needs and opportunities of the area included
- Extensive information efforts throughout the area and overtime
- Good and organized cooperation with neighbouring areas to exchange experiences, issues and opportunities for collaborative projects
- Try meeting the project applicant early in the process
- A close co-operation with municipalities, regions and county boards in order to early capture project ideas and prevent double funding etc.